CLEVELAND DIVISION OF POLICE

STAFFING REPORT

Frank G. Jackson, Mayor

Michael McGrath, Safety Director

Calvin D. Williams, Chief

Mission Statement

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional operations, overseen by three Deputy Chief's in order to deliver these services in the most efficient and cost effective manner possible.

Administrative Operations provides the necessary support services that enable Field Operations and Homeland Special Operations to function as effectively as possible. Administrative Operations provides warrant, subpoena, and property processing; radio and telephone communications; management of information and human resources. Additional functions include the reporting and recording of crimes and incidents and the continued development of the Division through planning and training of all personnel.

Field Operations provides response to citizen calls for assistance through uniformed patrol activities in five districts and interacts with citizens via community programs, Community Relations, and the Auxiliary Police. The District support sections assist uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime pattern analysis. The Bureau of Traffic provides crowd control and traffic control at major events and investigates serious traffic accidents. Quality of life issues are addressed by the Community Services Unit.

Homeland Special Operations is composed of three main sections which provide a variety of investigative, technical, and preventative services along with establishing security initiatives. Investigations are completed by detective bureaus that specialize in specific crimes such as homicides, sex crimes, and domestic violence. Support units such as SWAT handle volatile situations where specialized training is required. Technical support provides forensic and crime scene analysis as well as photographic and lab services. Homeland Services prevents, responds, and investigates terror activities in our City and the Greater Cleveland area by securing our airports, analyzing crime data for future preventive crime and terrorist trends. Homeland Services coordinates and shares law enforcement intelligence with local, state, and federal law enforcement agencies.

Cleveland Division of Police Department Staffing Report

The Cleveland Division of Police was tasked with conducting a staffing report. Our work is based on online research. Additionally, CDP utilized the staffing studies from the following, Louisville Metro Police Department study, Albuquerque Police Department study and the COPS/MSU publication (2012) titled "Performance-Based approach to police staffing and allocation, for the formulation of this plan.

Introduction

The Cleveland Division of Police is a full service law enforcement agency. The FY 2016-17 budget for the agency was $95,837,581 (salaries only) with an overtime additional budget of $12,750,000.

Table 1A illustrates staffing numbers as of April 2, 2018.

	Budget	Total
Chief	1	1
Deputy Chief	4	4
Commander	12	9
Traffic Comm.	1	1
Captain	18	17
Lieutenant	57	55
Sergeant	213	192
Patrol Officer	1304	1174
Training Class		68
TOTAL	**1610**	**1521**

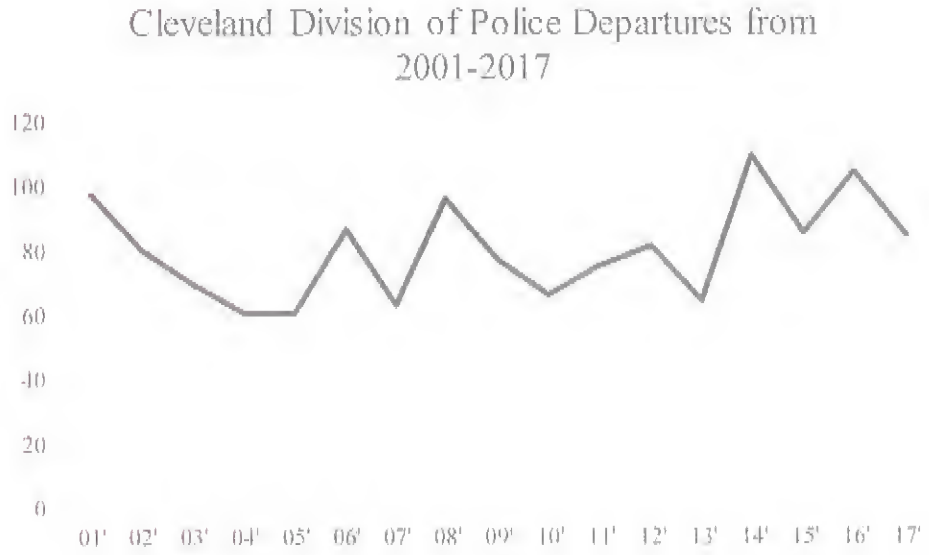
TABLE 1A

Table 1B illustrates the average attrition rates for the Cleveland Division of police, based on the years of 2001-2017, are 80 officers per year. It is difficult to determine the month that most officers retire because it varies yearly but the first quarter of the year yields the highest amount of retirements. The Recruitment Unit plan will take into account the average attrition rate each year and make sure we are either equal or above that number. Please refer to the in depth CDP Recruitment plan for further details.

Cleveland Division of Police Departures from 2001 to 2017

01'	97
02'	80
03'	69
04'	60
05'	60
06'	86
07'	63
08'	96
09'	77
10'	66
11'	75
12'	81
13'	64
14'	109
15'	85
16'	104
17'	84
Total	1356

***WITHOUT LAYOFFS**



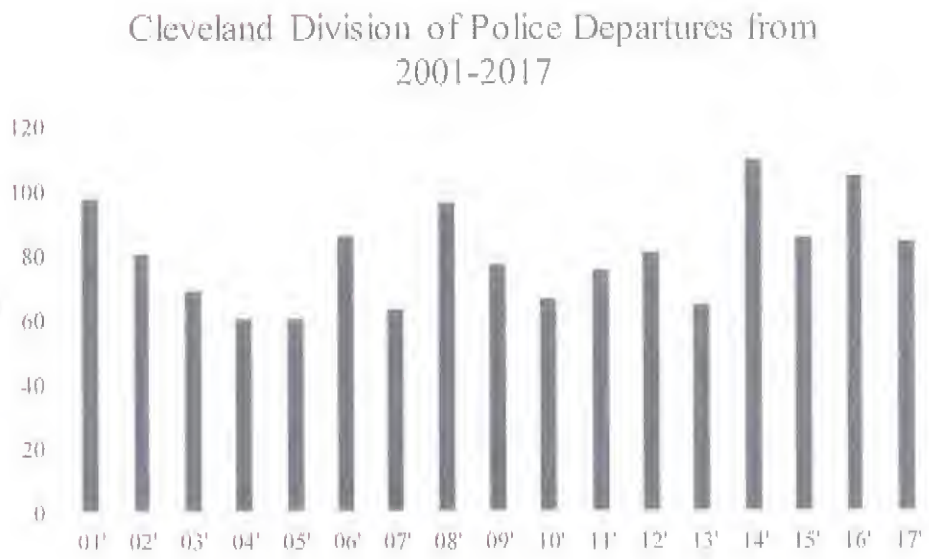


TABLE 1B

Current Cleveland Division of Police Department Organizational Chart

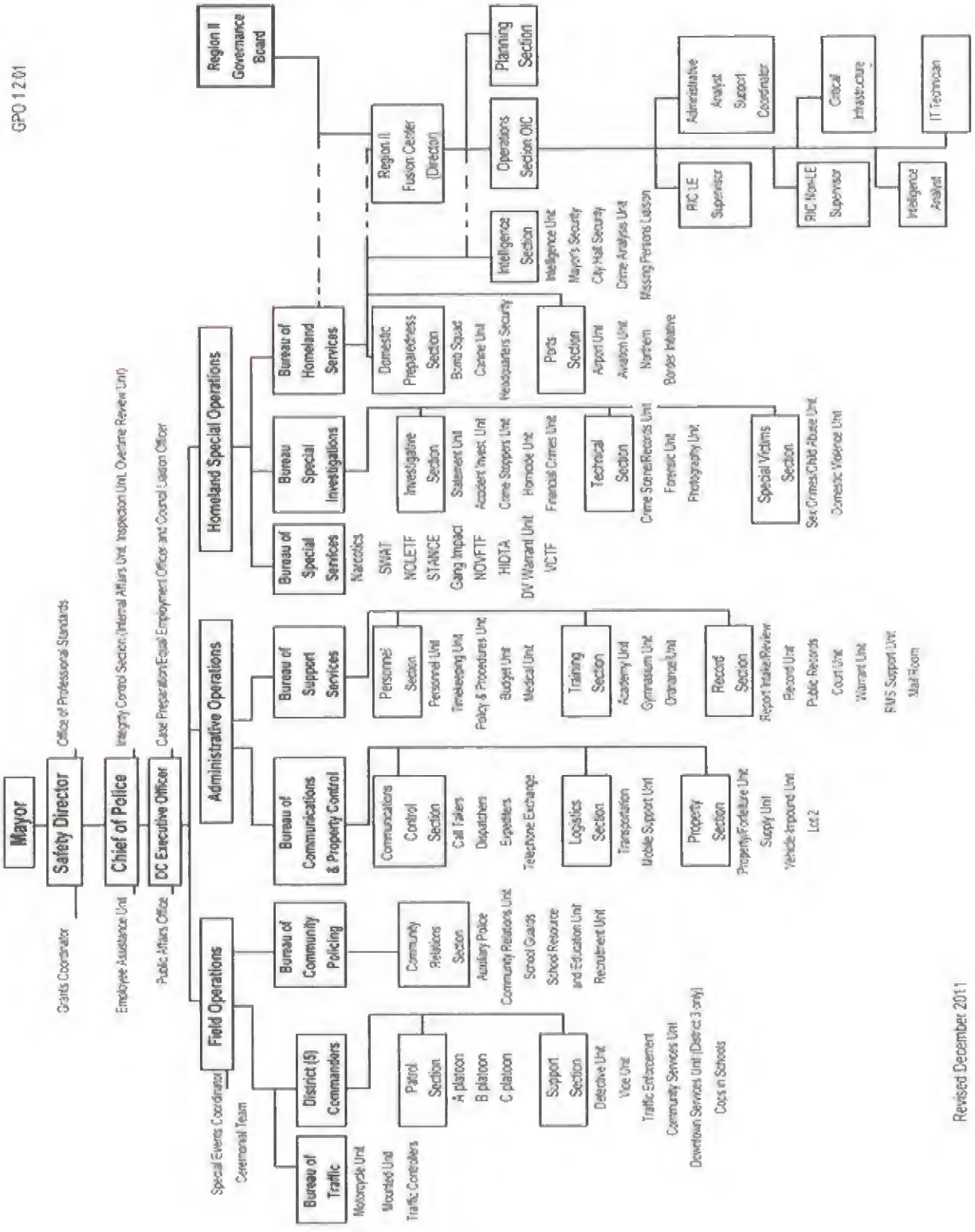


FIGURE 1

- Supplemental reports

CDP uses social media and community meetings to educate people on how to use CORS to file a report. One advantage to this approach is that the victim receives a temporary case number via email while the report is in review. 1131 reports were completed online in 2016. As of November 19, 2017 online reporting was at 1488 reports.

Staffing Investigative Units

PERF states from the Austin Police Department Study (2012) that no matter how much investigative effort is put forth by police officers and investigators, not all crimes can be solved. The volume of crime in most cities in America is beyond the investigative resources of police departments. Large urban police departments in the United States, such as Austin's, find that the best use of limited investigative resources is to assign cases based upon two basic criteria: the seriousness of the incident, and the potential to solve the case (often referred to as "solvability factors").

The series of crimes that make up the FBI Uniform Crime Report's Part I offenses (homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft and arson) are often assigned for follow-up investigation. These types of crimes are assigned to investigative follow-up based on the severity of the crime, injuries caused to victims, a danger of continuing violence associated with the crime, the threat to the community at large, and a higher potential for solving the case and arresting criminals than is often found in lower-level crimes. Significant property loss, as defined by the police agency, may also be justification for an offense to receive immediate follow-up investigation.

Solvability factors are the leads, clues and pieces of information present at a crime scene which may be useful in bringing a case to a successful disposition. The success of a follow-up investigation, if one is initiated, depends heavily on how the preliminary investigation was conducted by the first responder and investigator along with the information uncovered during the initial review.

Useful solvability factors include:

- Witnesses to the crime – individuals or "electronic witnesses" in the form of video/audio recordings
- Knowledge of suspect's name
- Knowledge of where the suspect may be located
- Description of the suspect
- Description of the suspect's vehicle
- Traceable property
- Specific method of operation (MO)
- Presence of usable physical evidence
- Assistance of the public and/or the news media

The CDP does not use a formal solvability formula. Its case assignment process depends on the current caseload, the type and complexity of a case and the general impression of the case's solvability.

When considering staffing levels, it is important to understand the actual availability of employees' time to address casework is quite different from the hours they are assigned to work. Members of police departments have 2,080 hours available to work per year (an average of 40 hours per week). However, not all these hours will be available to apply to an investigative workload. From the 2,080 annual hours to be had, one must deduct holidays, various categories of leave (Sick and Vacation time), training time, and court time to determine the amount of time available to investigate cases. The CDP has established from the earlier staffing factor in this document that officers work on average **1240 hours per year.**

Staffing Methodology

Next, PERF sought to identify the time necessary for members of investigative units to complete a thorough investigation. A case has been thoroughly investigated when it is ready to be submitted for prosecution or when all leads have been exhausted.

As mentioned earlier, solvability factors are often used to assign cases for investigation. To determine staffing levels, PERF separates criminal investigations into four distinct solvability categories: Contact Only (cases that result in no follow-up or in simply re-contacting the victim); Less-Complicated Cases (substantial solvability factors are present that require relatively little further investigation to close the case); Typical Cases (those with a moderate level of solvability factors); and More Complex Cases (limited solvability factors present that require substantial effort and are difficult to close).

Because the CDP investigation units had no hard data on the solvability factors for their cases or of the time required for thorough investigations, an estimate of the average time it takes to investigate each type of crime in each solvability category was established. This methodological approach is most useful for units whose cases come from outside the unit, as opposed to units that have significant discretionary workloads.

Gang Impact, vice and narcotics units have some outside cases sent for investigation, but most of their work is self-generated, based on leads, intelligence, community complaints and daily enforcement operations.

Table 8 illustrates the percentage of cases in each unit that fall into various levels of solvability, and the time required to complete a thorough investigation in each type of crime at each level of solvability.

As an example, in the cases investigated by the District Detective units for a Robbery, "Contact Only" cases typically consume one hour for each investigation; "Less Complicated" cases were allocated 10 hours each; "Typical Cases" consume on average 30 hours and "Complicated" cases average 60 hours per investigation. Comparing these figures to burglary—a less serious crime type but one that involves a significantly greater volume of cases—burglaries were assigned a half-hour for "Contact Only" cases, 3 hours for "Less Complicated" cases, 10 hours for "Typical Cases" and 40 hours for "Complicated Cases." Again, these are average times for thorough investigations in each category.

2016 Violent Crimes	Contact Only		Less Complicated		Typical		More Complex	
Homicide	10%	20	40%	50	40%	110	10%	220
Sex Crimes	15%	1	40%	12	25%	32	20%	80
Robbery	30%	1	35%	10	25%	30	10%	60
Felonious Asslt	30%	1	35%	10	25%	30	10%	60
Burglary	40%	0.5	30%	3	20%	10	10%	40
Felony Theft	40%	1	25%	4	25%	8	10%	40
Domestic Violence	20%	1	30%	3	35%	6	15%	24

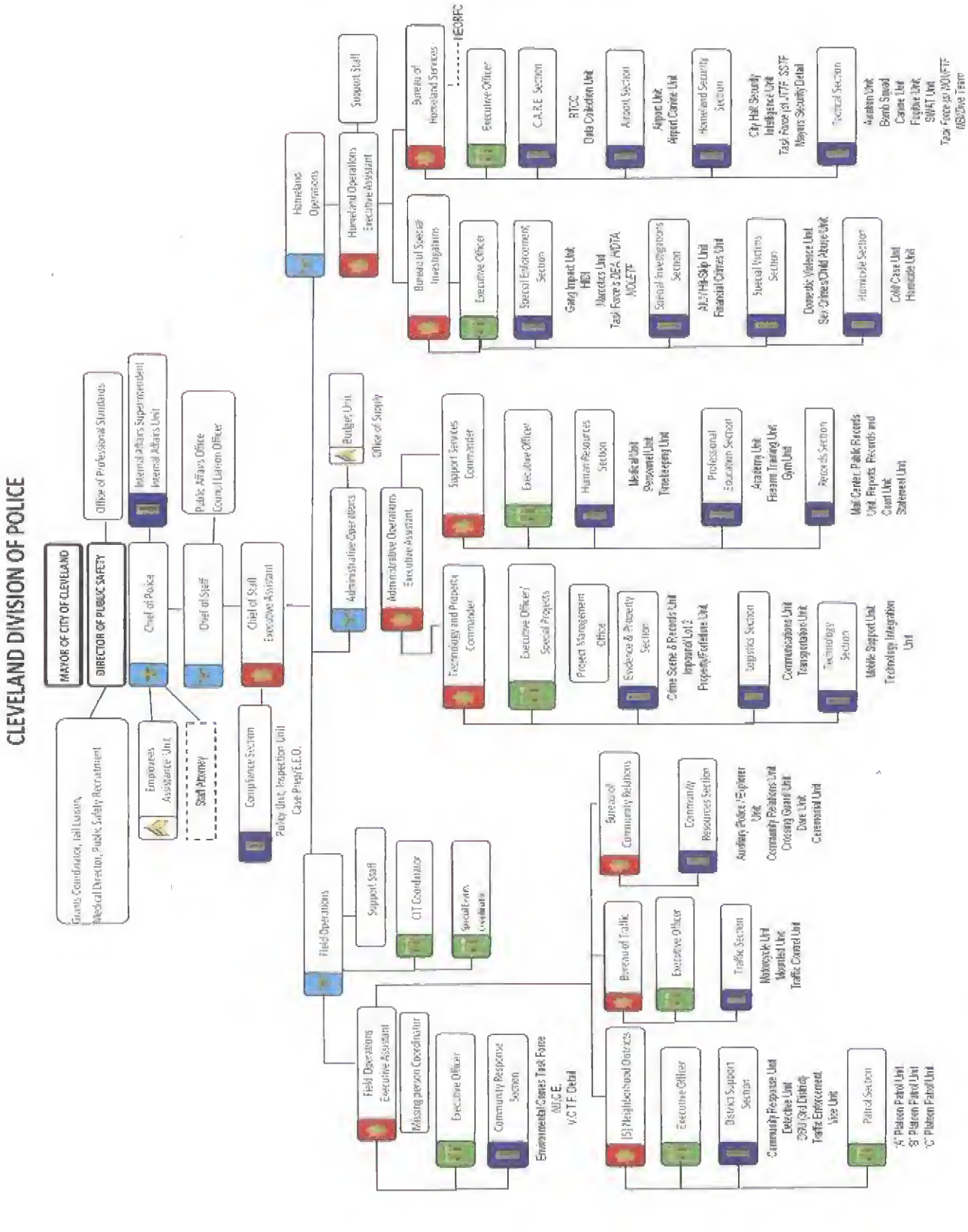
TABLE 8

Tables 9 and 10 illustrate the expected average caseload, the total number of hours, the number of investigators needed to conduct thorough investigations at 1240 hours per year. The 1240 hours is based on CDP staffing factor. Table 9 illustrates the following units; Homicide, Sex Crimes and Domestic Violence Unit.

2016	Total Cases	Contact Only	Less Complicated	Typical	More Complex	Total Hours	Investigators needed for thorough investigation	Investigators currently assigned
Homicide	229	458	4580	10076	5038	20152	16.3	14
Sex Crimes	1284	193	6163	10272	20544	37172	30.0	15
Domestic Violence Unit	2988	598	2689	6275	10756.8	20318	16.4	11

TABLE 9

Proposed Organizational Chart



Proposed future needs of CDP

	CAPT			LIEUT			SGT			PATROL OFFICER		
AREA	GOAL	2018	CRNT	GOAL	2018	CRNT	GOAL	2018	CRNT	GOAL	2018	CRNT
DIRECTOR OF PUBLIC SAFETY	0	0	0	1	1	2	2	2	2	2	2	0
CHIEFS OFFICE	0	0	0	1	1	0	11	11	9	5	5	7
CHIEF OF STAFF (DEPUTY CHIEF)	0	0	0	1	1	1	2	2	1	3	3	3
CHIEF OF STAFF XO (COMMANDER)	0	0	1	2	2	2	7	7	8	6	5	2
FIELD OPERATIONS (DEPUTY CHIEF)	2	2	2	1	1	0	2	1	1	0	0	0
FIELD OPERATIONS XO (COMMANDER)	1	0	0	2	1	1	6	4	3	64	34	19
ADMINISTRATIVE OPS (DEPUTY CHIEF)	0	0	0	1	0	0	1	1	1	0	0	0
ADMINISTRATIVE OPS XO (COMMANDER)	0	0	0	1	0	0	1	1	0	2	2	1
HOMELAND SERVICES (DEPUTY CHIEF)	0	0	0	1	1	1	1	1	0	0	0	0
HOMELAND SERVICES XO (COMMANDER)	0	0	0	0	0	0	0	0	0	1	1	0
DISTRICT 1	2	2	2	7	6	6	28	23	21	168	153	136
DISTRICT 2	2	2	2	7	7	7	28	23	22	187	180	164
DISTRICT 3	2	2	2	8	8	6	33	29	23	221	207	173
DISTRICT 4	2	2	2	7	7	7	28	23	24	211	190	173
DISTRICT 5	2	2	2	7	6	6	25	23	19	173	160	135
BUREAU OF TRAFFIC	1	1	0	1	1	1	6	5	6	46	46	36
BUREAU OF COMMUNITY RELATIONS	0	0	1	1	0	0	2	2	1	17	17	7
TECHNOLOGY AND PROPERTY COMMANDER	1	1	0	3	3	3	9	8	9	52	52	52
SUPPORT SERVICES COMMANDER	1	1	2	3	3	5	15	14	20	45	44	162
BUREAU OF SPECIAL INVESTIGATIONS	1	1	0	5	5	4	18	16	12	123	125	87
BUREAU OF HOMELAND SERVICES	1	1	1	4	3	3	17	15	10	115	114	85
RECOMMENDED TOTALS	18	17	17	64	57	55	242	211	192	1441	1340	1242
DOJ STAFFING	1			0			2			2		
2018 Budgeted Staffing	17			57			211			1340		